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Austria

Real-world laboratory project “Future of Work”

Mobile working models are a core element of a future oriented and effective civil service. To identify key challenges and potentials of new technologies and procedures the Austrian Federal Ministry for the Civil Service (www.bmkoes.gv.at) is currently conducting the real-world laboratory project “Future of Work” in cooperation with scientific and technical partners. Mobile working models will be tested onsite, adapted and implemented. Furthermore, a guidebook will be published to support federal ministries in implementing new ways of working.

Belgium

Vision of Leadership

A strong government requires strong leadership. Therefore 'Vision of Leadership' was developed. A resolute choice was made for a co-creative approach with people from both inside and outside the federal government. The vision forms a framework that the federal organisations can translate into their own contexts. Moreover, the existing HR processes (selection of top managers, competence model, leadership processes, etc.) are being adapted. The leadership vision thus shapes the basis for new training programmes on remote leadership, among other things.

More information on this topic can be found at [Une vision sur le leadership de demain | SPF Stratégie et Appui](#) (belgium.be) (in French and Dutch only).

Czech Republic

Ethics of civil servants: where do we stand and which way forward?”

Current trends in ethics will be discussed during a June conference entitled “Ethics of civil servants: where do we stand and which way forward?”, which is organized in collaboration with the Institute of Philosophy of the Czech Academy of Science. Invited speakers from civil service, academia, non-profit sector and media will discuss current legal framework, recent developments in the field, relationship to fight against corruption, ethical infrastructure and its application by service authorities, ethical HRM, role of media and visions of further development.“

Denmark

Optimizing administrative workflows and core services with machine learning-based automation across the state:

The Danish government has decided to implement an advanced analytics initiative, whereby a central development unit supports peer agencies in mapping their workflows, identifying possibilities for optimization, and developing advanced solutions addressing the issues identified. Having carried out extensive digitization of its administrative procedures over the past couple of decades, the Danish state is now largely focused on reaping the benefits of working with digital data. If addressed smartly, they include improved and more extensive services, faster turn-around times, and budgetary improvements, and are identified across a range of core government tasks such as audits, case management, and resource and capacity management.

EIPA

EIPA in conversation with

In April and May, [EIPA](#) continued its free roundtable series with three new editions of 'EIPA in conversation with', tackling Artificial Intelligence, the Common Assessment Framework (CAF) and the EU Gender GAP. Registration for the next upcoming event, on EU negotiation, and recordings of former talks can be accessed [here](#). EIPA also published new publications on the EU chemicals policy and EU foreign policy ([read here](#)) and continued its monthly blog series on EU negotiations ([read here](#)).

European Commission

Improving the talent pipeline for senior managers

As part of the European Commission's commitment to gender equality at all management levels, a Deputy to the Director position for existing middle managers who want to get first-hand knowledge of leadership at senior management level was created at the end of 2020. The list of deputies should, where reasonable in any setup, comprise at least 55% women. This is a positive measure intending to give both opportunity and visibility without creating new bureaucracy.

09/06

France

Development of a State's employer brand

For more than a year, a cross-departmental work based on a national survey has been achieved to develop an "employer brand platform" covering the missions and values of the civil service, the career paths of civil servants and the quality of public service. This work led us to define an "employer brand promise" by highlighting several levers of attractiveness of jobs and adopting the brand identity, based on a name and a slogan.

Germany

Digital Academy of the Federal Academy of Public Administration

At the end of May, the newly founded Digital Academy of the Federal Academy of Public Administration launched its website as a starting point for comprehensive information on training and continuing education in the areas of digitalization and new work (link: www.digitalakademie.bund.de). The new website consolidates all current and future learning offerings on these topics, making them centrally accessible to employees of the federal administration. In the coming months, the expansion of this digital learning world will continue.

Greece

Integrity Advisor

On April 2021, the Ministry of Interior introduced the "Integrity Advisor": a civil servant who receives special training from the National School of Public Administration and Local Government and constitutes a contact point for the employees of public sector entities, who can address to him/her for support, information and advice on issues of ethics and integrity in their workplace. Confidentiality in the investigation of the submitted complaints (including cases of violence, discrimination, intimidation and harassment in the workplace) is a crucial factor for the new institution.

09/06

Hungary

Simplified procedure
of issuing driving
licences

One can fill in a digital declaration empowering the authority to issue new driving licences without further request when it becomes necessary. Only an ID photo is needed not older than three years in state registry system. For the extension of the driving licence only the medical certificate has to be uploaded to the system, and the document will be produced, and sent to the address given to the system.

Ireland

Talent Management &
Graduate
Development
Programmes

The Irish Civil Service **Talent Management & Graduate Development Programmes** have been on innovative journeys, culminating in their shortlisting for the prestigious 2021 **Irish Institute of Training & Development National Training Awards**. The collaborative and co-design approach practiced by both programme teams based in the Department of Public Expenditure & Reform, has facilitated the pioneering of new L&D methodologies and strengthened partnerships with Civil Service subject matter experts. Online Hackathons, open space and dialogic learning exercises, focusing on solving real-life challenges, helping to translate theory into practice.

Italy

The Italian National
FOIA Competence

The Italian National FOIA Competence Centre (<https://foia.gov.it/>) aims at providing public administrations with a shared knowledge basis on the different legal, procedural, organizational and technological aspects connected with the implementation of generalized civic access. It allows public administrations to access a comprehensive – and constantly updated and enriched – set of tools, contents and operational indications, such as:

- relevant legislation, forms, webinars and video classes to support the management of the different stages of the procedure;
- an observatory including data on monitoring activities, relevant opinions/advice, case law and experiences;
- Questions and answers, help desk and newsletter.

Luxembourg

Launch of an app to measure the extent of teleworking among public administrations in Luxembourg

The State Centre for Human Resources and Organisation Management developed an application that visualizes the amount of teleworking done in Luxembourg's public sector. By filling in an interactive questionnaire in the app every 3 months, human resource managers get access to a virtual dashboard that shows the real-time situation of teleworking in their organisation: how many people are eligible for teleworking, how many really work from home, how many hours of teleworking have been done per trimester.



Malta

The Public Service Week

The Public Service Week (PSW) is an initiative which has been taking place for the past six years and is aimed to showcase the work done by public officers and award public officers whose performance in service delivery is outstanding. This year's edition of the PSW which was held between 28th May and 5th June focused on kickstarting the strengthening of the Public Service through a new comprehensive strategy for the Public Service based on the three key elements required to truly deliver a quality of service: the people, the technology and the service itself. This year, children were also given space to express their dreams and aspirations through an art competition 'What would you like to be when you grow up?' with the aim to start the nurturing for future careers in the Public Service.

Poland

e-Recruitment: responding to the changes on the labour market

As response to the current challenges of the labour market, seriously impacted by the COVID-19 pandemic, we focus on promoting e-recruitment, keeping pace with changes in other sectors. We intend to train civil service corps members from all over Poland on how to effectively conduct it. We also aim at promoting electronic applications to the civil service among citizens and potential candidates for work. We are currently designing IT solutions that will enable e-recruitment on a large scale, while maintaining the highest security standards. At the same time, we intend to change the law in order to make the recruitment process more flexible, and to reduce red tape.

Portugal

Study on Psychosocial Risk Assessment

The Directorate-General for Administration and Public Employment and the Portuguese Psychologists' Association are carrying out a study on *Psychosocial Risk Assessment in Central Public Administration*, which aims to contribute to the definition of public policies that respond to such risks and promote well-being at work.

As a way of minimising psychosocial risks, fostering work life balance and, at the same time, promoting private and public employees and their families placement in low density regions, the government has developed a set of measures, which includes the creation of 53 cowork/telework spaces in cooperation with municipalities, using their technological infrastructures. The short-term objective is to have these spaces operating in the North, Centro, Alentejo, and Algarve regions by the end of this summer.

Romania

Transparency and competence in the public sector

Through the project "Transparency and competence in the public sector", funded from external sources, the National Agency of Civil Servants will achieve:

- The National Electronic System for Employment Records in the Public System (SENEOSP) - integrated database for recording the different categories of human resources in the budgetary sector;
- Development and piloting of the new administrative concept of national competition, on the EPSO method;
- Training of 7,500 people in the field of human resources management and digitalization, in partnership with a university.

Slovakia

Reform in remuneration and leadership in the civil service

The Government office of the Slovak Republic in order to fulfill the aims of the reform in remuneration and leadership in the civil service is analyzing collected personnel and payroll data of all civil servants. These data were collected from all offices that employ civil servants. In addition, the office is preparing pilot "Job Mapping" within its own office along with pilot "Assessment" and "Talent management".

09/06

Slovenia

Creating a Competence Centre

Slovenia has successfully established a uniform competency model for the central administration civil service. To ensure a comprehensive approach to the assessment, development, and improvement of civil service competences with a focus on digital and managerial competences, Slovenia is planning on establishing a Competence Centre. The latter will contribute to the creation of a modern and efficient human resources management system in the state administration and enable further development of the competency model.

Spain

New guidelines for optimising examinations to join the civil service

The Ministry of Territorial Policy and Civil Service has just published the Guidelines to optimise selection procedures to work in the civil service, as a result of an academic and professional debate to face new challenges (digital revolution, older workforce, brand of the administration as an attractive employer, attraction of young talents).

The Guidelines are divided into five areas (selection planning, exams, after-exams training courses, equality and diversity, boards of selection). **The length of the procedures will be reduced and exams grounded on practical knowledge will be encouraged.**

[Iceta presenta las orientaciones estratégicas para actualizar los procesos selectivos de la Administración General del Estado \(mptfp.gob.es\)](https://mptfp.gob.es)



Sweden

Proposal for common basic training for central government employees

A proposal from a public inquiry on introducing basic training to central government employees is currently subject to consultation. The committee that completed the inquiry has concluded that previous training initiatives for government employees have lacked a long-term stable structure. The committee proposed a new act on a common training in central government administration. A large university and a newly established agency were proposed to share the responsibility for planning and execution of basic training.